

# **U.S. Naval Construction Battalion Center Port Hueneme, CA**

**Business Plan  
FY 2001 - 2004**



## **The Seabee Link to Readiness**

# Foreword



As Naval Construction Battalion Center Port Hueneme begins its 60th year as *Home of the Pacific Seabees*, we enter a new era marked by rapid changes, new organizations and challenging opportunities. Although we are proud of our Seabee heritage, we are now a 21<sup>st</sup> Century organization focused sharply on Seabee Readiness and our client's expectations. This plan is our blueprint for building the organization that will lead the Naval Construction Force Logistics Transformation. It is the result of a team effort that included NCBC management and employees and stakeholders. My role as Commanding Officer is to ensure that NCBC is aligned to equip, move and sustain the Naval Construction Force. I am committed to bringing our stakeholders' concerns into focus and understanding their needs and expectations in all aspects of our business. This means clients, employees, and processes aligned with well-developed strategies. To our employees, I want you to be a focused team that brings value and benefit to our clients and supports the NCF as the Contingency Engineer Force of Choice.

While our mission is derived from our operational tasking, our vision comes from our desire to be the Seabee Link to Readiness. The values contained in this document will be our guideposts for how we behave and operate as a business. Day in and day out, we need to hear our clients and support our employees to make this vision a reality. This document represents where we are headed and how we will get there. As you read this, you can be assured that we are well on our way to implementing the strategies outlined in these pages.

This is a dynamic plan and we won't let it gather dust on the shelf. We have established meaningful metrics that help us measure performance and make decisions to better satisfy our clients. The initiatives we have listed are underway and new ones are being developed. This process will keep our plans on target to meet emerging needs. I believe that this plan sets our course for the future and I am committed to its implementation.

If you have further interest in our plan, I welcome you to visit our website at <http://www.ncbc.navfac.navy.mil>.

  
CAPT Jim Cowell  
Commanding Officer

# Introduction

## **...what is driving change at the NCBC?**

The NCBC is positioning itself for the future. In doing so, we need to be realistic about the challenges we are facing. These challenges include:

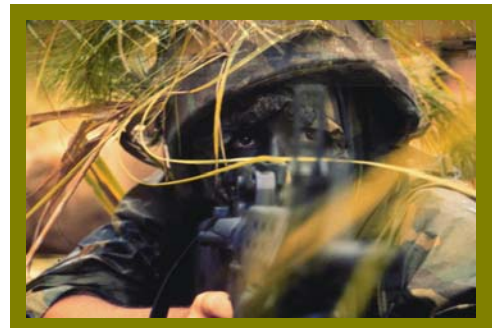
- Exceeding the expectations of our clients
- Increasing our credibility
- Embracing an ever-changing Department of Defense environment
- Sustaining and refreshing our workforce
- Positioning ourselves to work within continued resource constraints
- Increased workload over the next 3 – 5 years

We are excited about facing and overcoming these and other challenges as we progress towards the future.

**... The time for change is right**

**... Our organization is structured for the future**

**... We are dedicated to Seabee Readiness**



# Planning Process

...how can we bring focus and alignment to the organization?

The approach used during this planning effort provides alignment and focus within the organization. It also stresses measurement as a means to monitor implementation.



# Mission

**...why do we exist?**

**The Naval Construction Battalion Center provides materiel, lifecycle support, and training development to enable the readiness of the Naval Construction Force and other expeditionary units.**

# Values

**...what we believe in.**

- **Confidence, Trust, & Empowerment  
In Our Team**
- **Teamwork Through Shared  
Information Across All Boundaries**
- **Our Clients' Success**
  - **Delighting the Clients**
  - **Exceeding Requirements**
- **An Innovative and Responsive  
Culture**
  - **Bias for Action**
  - **Innovative Solutions**
  - **Process Improvements**

# Clients

**...our Partners in Readiness**

The NCBC serves:

- Naval Construction Force
- Other Expeditionary Units





# Products and Services

**...what do we provide to our clients?**

**The NCBC provides the following products and services:**

- **Materiel Management**
- **Lifecycle Support**
- **Training Development**





# Vision

**...what do we want to be?**

## **We are the Seabee Link to Readiness.**

Our expert team delivers innovative and responsive solutions to optimize the capability and interoperability of the naval construction and expeditionary forces worldwide.



# Focus Area Goals

...what do we want to achieve?

## Clients

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**Current Situation** – NCBC is working closely with clients in providing responsive, innovative products and services.

**Future Goal** – To Be Valued By Our Clients.

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## Business Processes

**Current Situation** – NCBC is reviewing business processes and re-engineering to obtain right results for our clients.

**Future Goal** – To Have Business Processes That Meet Our Clients' Needs.

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## Financial

**Current Situation** – NCBC is expanding real-time systems financial information availability

**Future Goal** – NCBC Has Adequate Resources To Accomplish Our Mission.

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## Organization & Workforce

**Current Situation** – NCBC is planning recruitment efforts to offset potential core skill competency deficits as over 60% of NCBC's workforce becomes eligible for retirement over the next 5 years.

**Future Goal** – NCBC Has A Properly Shaped, Effective Workforce.

# Goal 1

**...To be valued by our clients.**

**Links to: Chief's Priorities - Client Support & Execution**  
**NAVFAC Goal - Clients: Exceed Client Expectations**

The NCBC wants their clients to perceive them as a value-added organization that is a critical link to Seabee Readiness.

Our strategies for achieving this goal are:

- **Make it easy to do business** – We will increase our focus on client service and improve our business processes.
- **Invite their feedback** – We will survey our clients on a regular basis to better understand their needs and ensure we are meeting them.
- **Broker their needs** – If we don't provide what our clients are looking for – we will point them in the right direction and help them get their needs fulfilled.
- **Communicate the message** – In order to better serve our clients, they need to understand what the NCBC has to offer them – we will work to increase understanding about the NCBC roles and responsibilities.

# Goal 2

## ...To have business processes that meet our clients' needs.

Links to: **Chief's Priorities - Execution & Advocating the NAVFAC Team**  
**NAVFAC Goal - Operations: Deliver Network-Centric Engineering**  
**Founded on Sound Operational and Business Principles**

Business Processes are the way we do business – they are the way we produce our products and services. We need to improve our business processes so that they meet our clients' needs – both in quality and responsiveness – every time.

We want to be recognized in the future as doing the following:

- **We Deliver the Right Stuff** - We get our clients the equipment they need to perform their mission.
- **We Deliver on Time** – We provide a delivery date to our client and it arrives when we said it would.
- **We are partners with our Clients** – We partner with our clients to make sure that we really understand their needs and we work with them to find the best way of meeting those needs.
- **We deliver for the Best Value** – Our costs are competitive for the value that we provide.
- **We are the Seabee integration agent** – The NCBC serves to integrate the other activities involved in logistics for the Seabees.
- **We have developed processes to track cost and performance** – In order to increase our efficiency and effectiveness, we must be able to analyze the relationship of cost and performance.
- **We leverage web-based technology** – As we work to improve performance and resource consumption of our processes, we will apply technology to enhance our capabilities and foster interdependency.

# Goal 3

## ...NCBC has adequate resources to accomplish our mission.

**Links to: Chief's Priorities – Client Support & One Facilities Engineer Voice  
NAVFAC Goal – Innovation: Develop Bases for 21<sup>st</sup> Century  
Naval Forces**

One of our responsibilities is to ensure that we have adequate resources to meet our mission. It is a reality of the Department of Defense that support budgets will continue to be cut so that money can be redirected to weapon systems. It is important that we play our role in this effort by using the resources that we are given in a responsible, proactive manner.

Our strategies for achieving this goal are:

- **Develop a Credible Resource Management System** – We need to develop a cogent planning and budgeting methodology that succinctly justifies the correct level of effort needed to meet our mission.
- **Understand client needs and shape resource requests to satisfy those requirements** – It is important that we have the resources to achieve what our clients want – not what we think they want.
- **Provide useful data to resource sponsors** – We need to provide accurate and reliable information to our sponsors so that they can help us by being advocates for the NCBC.

# Goal 4

## ...NCBC has a properly shaped, effective workforce.

Links to: Chief's Priority - People

NAVFAC Goal - People: Define, Shape and Train a Global Engineer-Acquisition and Public Works Workforce

As the NCBC faces the future, we must address how we will structure our workforce to ensure we can carry out our mission. We've identified the following strategies as a means to reach our goal.

- **Match knowledge/skills to requirements** – We must examine our business processes and workload and determine the skills/resources required to meet those requirements.
- **Manage labor/contractor resources** – Once we determine our resources needs, we must determine the most cost effective way to manage those requirements.
- **Implement performance incentives** – We recognize that people must be able to see how they benefit from improving performance.
- **Ensure the organization is aligned for optimum performance** – We need to structure the organization to best enable our business processes.
- **Improve communication with workforce** – The workforce needs to understand wants needs to be accomplished and why – that takes increased communications.
- **Promote innovative & proactive culture** – We need to continually look for ways to improve our service to our clients.

# NCBC Scorecard

...how do we measure our progress?

<b>Be Valued By r Clients</b>	<p>Make it easy to do business          Invite customer's feedback          Broker their needs          Communicate the message</p>	<p>NAVFAC Client Survey          NITC Customer Assistance          Customer Liaison Trips</p>
<b>Have Business Processes That et Our Clients' eds</b>	<p>We deliver on time          We are partners with our client          We deliver the right stuff          We deliver the best value          We are the Seabee integration agent          Develop processes to track cost and performance</p>	<p>CED CA Study          FY02 Military Operations            - OPN: Tactical Vehicles (Active)            - OPN: Construction Maint Equip (Active)            - O&amp;MN NCF SLEP (N44 only)            - O&amp;MN TOA Reconstitution (N44 only)            - O&amp;MNR NCF SLEP (N44 only)            - O&amp;MNR MPF Reconstitution (N44 only)          MUSE Utilization by Capacity          CED Overhead          MIPR Acquisitions (N41 only)          CESE Acquisition          CESE Fielding Status          ABFC/TOA Update Schedule          ACR Status          NMCI Status for NCBC          AIT Application Rationalization for NMCI          SIPRNET Implementation          Deployable Implementation Plan for NCF          eBusiness Pilot Project          Internet/Intranet Usage          Intranet Department Pages          Training Courses Developed          Mainframe Availability          NCF Articles in Lighthouse</p>
<b>BC has equate sources to Meet r Mission</b>	<p>Develop cogent methodology that succinctly justifies the correct level of effort          Understand customer needs and shape resource requests to satisfy those requirements          Provide useful data to resource sponsors</p>	<p>Mission Operating Funds (BCN7)            - Labor            - Non-Labor</p>
<b>BC has a properly Shaped, ffective orkforce</b>	<p>Match knowledge/skills to requirements          Manage labor/contractor resources          Implement performance incentives          Ensure the organization is aligned for optimum performance          Improve communication with workforce          Promote innovative and proactive culture          Encourage employee professional development</p>	<p>Civilian Workforce Training          OnBoard Civ Personnel &amp; WY Execution Rate          ITEMPO          NAGE Grievances for NCBC          Employee Survey</p>



# Initiatives

**...how do we get started?**

## Clients

### Improving NCBC Website

#### Inviting feedback by developing:

- Web based feedback site
- Track and measure feedback content

#### Meet with Clients

- Client Liaison Team

## Organization & Workforce

Publish awards instruction and monitor

Recruitments for critical vacancies

Provide employees Resumix Training

Analyze and Respond to NCBC Associate Survey

## Business Processes

Implement Activity Based Costing

Engineer business processes to increase efficiency and effectiveness

Implement Logistics Improvement Roadmap for NCF

- Expand across NCBC's customer base

## Financial

Consolidate functional groups to increase effectiveness of Resource Management

Reengineer budget execution process to strengthen program execution and accountability

Analyze financial management structures to improve overall financial management reporting and analysis

Establish ISSA with CNRSW

Develop NAVFAC endorsed process to capture all costs of doing business